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ABSTRACT

In October 1981, a five-person panel of experts was appointed to study the postsecondary programs in the Caddo-Bossier area of Louisiana and to develop recommendations relative to allegations made by the United States and denied by the state, that Louisiana was continuing to operate a racially dual system of higher education and had failed to develop and implement plans to eliminate all vestiges of such a dual system in the state. As indicated in a Consent Decree, the panel was instructed to study "two-year program offerings at predominantly black and predominantly white public institutions in the Caddo-Bossier Parish area." During its investigation, the panel reviewed all existing documents, scheduled interviews to gather objective and subjective information, and conducted site visits. This report introduces the scope and purpose of the study; describes the panel's work; presents background information on the socioeconomic composition of the Caddo-Bossier Parish area and its public institutions of postsecondary education; and offers general observations and recommendations. The recommendations focus on the enhancement of programs, activities, and facilities at Southern University, Shreveport-Bossier City Campus, and Bossier Parish Community College; increased institutional cooperation and planning; provisions for increasing "other race" enrollments in 1- and 2-year programs; and the creation of a detailed plan of action to implement the recommendations. Information sources are listed in appendices. (HB)

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**REPORT AND RECOMMENDATIONS OF PANEL
TO STUDY
POSTSECONDARY EDUCATION IN THE CADDO-BOSSIER
PARISH AREA: ONE- AND TWO-YEAR PROGRAM OFFERINGS
AT PREDOMINANTLY BLACK AND PREDOMINANTLY WHITE
PUBLIC INSTITUTIONS**

Submitted to

Parties Named in the Consent Decree, Section Seven,
entitled "Enhancement of Predominantly Black Institutions,"
under Part A, Caddo-Bossier Parish Area:

State of Louisiana
Southern University System
Bossier Parish Community College
Louisiana State University System
United States

Submitted by

Dr. Nolen Ellison
Dr. John Folger
Dr. Lionel H. Newsom
Dr. J. Frank Thornton
Dr. Cecil L. Gloves,
Chairman of the Panel

March 15, 1982

Chairman of the Panel

ACKNOWLEDGEMENTS

The panel expresses its individual and collective appreciation to the faculty, staff, and students of Southern University, Shreveport-Bossier City Campus, Louisiana State University-Shreveport, Bossier Parish Community College, and the Shreveport-Bossier Vocational Technical Institute for assistance, comments, and courtesies. We also are grateful to the citizens of Shreveport and Bossier City, as well as other interested parties, who provided information, suggestions, and written materials important to the study.

We especially thank the chief executive officers of the local post-secondary institutions for their assistance and encouragement. In addition, it was extremely important that members of the legislature provided suggestions and guidance. From a statewide perspective, the panelists are grateful to the presidents of the Southern University and Louisiana State University Systems, the Commissioner of Higher Education, the president of the State Board of Elementary and Secondary Education, the dean of the LSU Medical Center School of Allied Health Professions, and representatives of the United States Justice Department for their comments and advice.

Finally, the panel is grateful to the Board of Regents for assisting in the logistical operations for the study and in securing needed information. We hope the results of our efforts will warrant the good wishes extended all of us during our stay in your state.

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I. INTRODUCTION

Scope and Purpose of Study

This study resulted from actions which commenced on March 14, 1974, by the United States, through its Attorney General, to enforce the provisions of the Fourteenth Amendment to the Constitution of the United States and Title VI of the Civil Rights Act of 1964, against the State of Louisiana and its agents exercising management and control of public colleges and universities.

The complaint alleged that the state was continuing to operate a racially dual system of higher education and had failed to develop and implement plans which "promise realistically and promptly to eliminate all vestiges of a dual system of higher education existing within the State of Louisiana." The defendants (the State of Louisiana) denied the allegations, but agreed in a Consent Decree to take certain steps to plan and implement activities designed to increase desegregation and to enhance the programs, staff, and facilities of the historically black institutions.

The steps that should be taken in the Caddo-Bossier Parish area were not agreed to at the time the Consent Decree was completed (September 8, 1981), and a five-person panel of experts was appointed in October of 1981 to study the postsecondary programs in the Caddo-Bossier Parish area and develop recommendations about "...the structure of public postsecondary education in the Caddo-Bossier Parish area relative to allegations in plaintiff's (the U.S. Government) amended complaint." As stated in Section 7 of the Consent Decree, relating to the Caddo-Bossier Parish area, the panel was instructed to study "two-year program offerings at predominantly black and predominantly white public institutions in the Caddo-Bossier Parish area." The panel was

further instructed that it "may review all postsecondary programs in the Caddo-Bossier Parish area as necessary."

As a part of its study, the panel was required to use the "Master Plan for Higher Education and other materials made available by the Board of Regents, the higher education governing boards, and the Bossier Parish School Board." In addition to studying one- and two-year program offerings, the Consent Decree instructed the panel to "recommend specific measures for the structure of public postsecondary education in the Caddo-Bossier Parish area..." However, the panel was requested to "confine its study to the geographical area serviced by public postsecondary education institutions in Caddo and Bossier Parishes."

It should be noted that the Consent Decree covers a variety of activities which the State of Louisiana has agreed to implement exclusive of the Caddo-Bossier Parish area, including, but not limited to: establishment of other-race goals for employment, student enrollment, faculty development at both predominantly white and black institutions, and cooperative activities between institutions in the same geographic area. The panel was guided by these agreements in examining the programs in the Caddo-Bossier Parish area.

The panel was directed to submit its recommendations to all parties within six months. The parties will have 45 days to review the study and consult with one another in an effort to settle all outstanding issues pertaining to postsecondary education in the Caddo-Bossier Parish area. If agreement among the parties is not reached within 45 days, each party shall have the right to petition the Court to set a hearing on issues still in dispute, and to submit said issues to the Court for resolution. (U.S. Government vs. State of Louisiana et al., "Consent Decree," Civil Action No. 80-3300.)

The panel was appointed by the State of Louisiana, the Southern University System, Bossier Parish Community College, the Louisiana State University System, and the United States Government, with the State's appointment being subject to the approval of Bossier Parish Community College, the Louisiana State University System, and the Southern University System. Members of the panel were:

Dr. Joe Frank Thornton
Director of Humanities
Houston Community College
Houston, Texas

(appointed by the Bossier
Parish School Board)

Dr. Lionel Newsom
President
Central State University
Wilberforce, Ohio

(appointed by the Southern
University Board of
Supervisors)

Dr. Cecil L. Groves
President
Austin Community College
Austin, Texas

(appointed by the Board of
Regents with approval of all
other parties)

Dr. John Folger
Director
Vanderbilt University
Institute for Public Policy Studies
Nashville, Tennessee

(appointed by the Louisiana
State University Board of
Supervisors)

Dr. Nolen Ellison
President
Cuyahoga Community College
Cleveland, Ohio

(appointed by the U.S.
Department of Justice)

Work of the Panel

The method of investigation used by the panelists included a thorough review of existing documents as well as a schedule of interviews designed to provide the panel with both objective and subjective information. The time constraint under which the panel operated did not permit an exhaustive study, nor did it provide the opportunity to develop a detailed planning and

implementation document. Such an effort was well beyond the scope of this panel and should involve the key participating institutions in formulating such an instrument. Ultimately, such detail will be necessary. However, this should result from institutional and inter-institutional planning efforts and not by an externally-appointed authority. The panel recognizes that good faith, mutual self-interests, and involvement through commitment are essential to meeting the full intent of the Consent Decree.

Because of the limited timeframe for complying with the Consent Decree requirements, the panel concentrated the first phase of its activities on an information gathering and analysis setting. During the period December 8-12, 1981, the panelists met in Shreveport and held discussions with numerous persons and groups (see Appendix A) who presented written and verbal information concerning postsecondary education in the Caddo-Bossier Parish area. In addition to these discussions, the panelists toured the campuses of Southern University, Shreveport-Bossier City, Bossier Parish Community College, Shreveport-Bossier Vocational-Technical Institute, and Louisiana State University-Shreveport. These tours also included meetings with faculty and staff, as well as students, who discussed with the panelists their observations concerning the particular institution they were enrolled in. During this visit written information was provided the committee, upon request, relating not only to the institutions involved but also to the Caddo-Bossier Parish area.

Following the December meeting, additional information was provided by the Board of Regents, upon request of the panel. These materials, which helped clarify unresolved questions, were secured from the institutions involved and forwarded to the panelists.

The committee met a second time, from January 18-21, 1982, in Baton Rouge. The purpose of this meeting was to seek additional clarification of any unresolved questions and to reach consensus on specific recommendations to be made to the parties. These deliberations resulted in a framework of recommendations that subsequently were incorporated in the text of a report as required by the Consent Decree.

Following the January meeting, the final report was drafted and circulated for review and finalization.

The structure of this report is organized into three parts. First, the Introduction includes the scope and purpose of the study and describes the work of the panel. Second, background information concerning public higher education in the Caddo-Bossier Parish area is presented. Third, some general observations and findings related to higher education in the Caddo-Bossier Parish area are provided, and specific recommendations are made for the development and subsequent implementation of a detailed plan of action to be formulated by the parties themselves. The specific recommendations are intended to apply for the duration of the Consent Decree.

II. BACKGROUND INFORMATION

General Overview

The Caddo-Bossier Parish area is located in the northwest portion of the state, bounded by Texas on the west and Arkansas on the north. Caddo Parish and Bossier Parish are approximately the same size (899 and 849 square miles, respectively), essentially divided by the Red River. In 1980, the population of Caddo Parish was 248,314, while Bossier Parish had a population of 70,625. The population of Caddo Parish is concentrated in Shreveport, and Bossier Parish's population is concentrated in Bossier City. Bossier City and Shreveport are contiguous cities, separated by the Red River.

Shreveport-Bossier is the center for regional activity in most of North Louisiana and parts of Texas and Arkansas. This applies not only to economics, but to those factors that support quality living—medical care, churches, recreation, and cultural resources.

Rand McNally & Co., which designates the 50 major trade areas in the United States, has designated Shreveport as a Major Trade Center. These major trade areas are "the nation's major centers of wholesaling, banking, specialized services such as advertising, and branch offices of major firms. Most of the cities designated as Major Trade Centers are unquestioned leaders in these activities for their respective areas." Shreveport is the major trade center for an area that encompasses 28 parishes and 21,706 square miles. There are approximately 490 industrial plants located in the trade area.

Shreveport is also a major medical center, with an extensive network of hospitals to provide primary medical care, a medical school, plus a teaching hospital and medical research complex. In the Shreveport area there are 13

hospitals with a 3,042-bed capacity, along with more than 30 nursing homes providing approximately 3,000 beds. The Caddo-Bossier Parish area is served by two dailies, The Times (morning), circulation 86,090 daily and 125,013 Sunday, and the Shreveport Journal (evening), circulation 33,406. There are four local television stations including one public television station and a cable system serving the area.

In 1980, Caddo Parish public schools enrolled 47,853 students in 72 schools, with 8,918 students enrolled in 33 private/parochial schools. Bossier Parish had a K-12 public school enrollment of 18,744 students in 28 schools, with 909 students enrolled in 4 private/parochial schools. Parish-wide, Bossier Parish had 1,152 graduates in 1980, and Caddo Parish 3,362 graduates.

Shreveport had an ethnic population mix in 1980 of 58% white, 41% black, and 1% other. Bossier City had a population mix of 83% white, 14% black, and 3% other.

The Shreveport-Bossier City area showed a 1980 work force of approximately 147,600, an increase of 16.6% since 1975. Over 80% of the work force (120,003) was employed in non-manufacturing occupations. The concentration of the work force was in clerical and sales; services; structural work; benchwork; machine trades; and professional, technical, and managerial occupations.

Major employers in the Shreveport-Bossier City area are Barksdale Air Force Base (7,000 employees), Louisiana Downs (1,300), City of Bossier (350), Western Electric (6,500), Caddo Parish School Board (5,300), Louisiana State University Medical Center (3,400), Federal Facilities (civilian—3,300), City of Shreveport (2,950), and Arkla Gas (1,400). The largest manufacturers in the

area are Western Electric which makes telephones, ~~Kort~~ Metals which makes steel castings (2,000 employees), General Motors which makes trucks (1,400), Riley Beaird which makes refinery vessels (1,140), Libbey Glass which makes table glassware (990), and General Electric which makes transformers (980). Employment projections prepared by the Louisiana Department of Labor indicate that the largest growth in employment in the next five years will occur in service occupations followed by clerical workers; professionals, technical, and kindred workers; managers, officers, and proprietors; laborers; craftsmen; and operatives and sales workers. In this same study the industries listed in order of growth for the next five years were services; government; finance, insurance, and real estate; wholesale and related trades; construction; manufacturing; transportation, communications, and utilities; and mining.

Until the late 1960s, Shreveport's postsecondary education needs were served locally by Centenary College (reopened 1908), a private four-year liberal arts college, and by the Shreveport-Bossier Vocational-Technical Institute (founded 1936), a non-degree granting institution. There was no public higher education institution in the immediate area, although students could and did go to Northwestern State University in Natchitoches, Louisiana Tech University in Ruston, Northeast Louisiana University in Monroe, and Grambling State University in Grambling, as well as Louisiana State University and Southern University in Baton Rouge.

In the fall of 1967, three public, local service-oriented, commuter institutions offered courses for the first time at the junior college level: Louisiana State University-Shreveport, Airline Junior College, and Southern University, Shreveport-Bossier City Campus. Louisiana State University-Shreveport and Southern University, Shreveport-Bossier operated as branches

of the Louisiana State University and the Southern University, respectively, each having a separate campus. Bossier Parish Community College operated as part of the Airline High School under the jurisdiction of the superintendent of schools and the Bossier Parish School Board.

Although open to students of all races, Bossier Parish Community College and Louisiana State University-Shreveport initially enrolled white students, and Southern University-Shreveport enrolled blacks. Although formally desegregated, all three continue to operate as predominantly one-race institutions. In the last several years, both Bossier Parish Community College and Louisiana State University-Shreveport have increased the percentage of black students enrolled; however, the number enrolled remains less than one-third of the percentage of the black population in the service area. Southern University, Shreveport-Bossier City Campus has remained more than 99% black in student enrollment.

Since 1974, Louisiana State University-Shreveport has become a baccalaureate- and limited master's-level institution. Shreveport also has a School of Medicine operated under the auspices of the Louisiana State University System which opened in 1969 and graduated its first class in 1973. In 1970, a School of Allied Health Professions was established by the Louisiana State University Board of Supervisors at the LSU Medical Center with a branch campus in Shreveport. The focus of the school is at the baccalaureate level with programs designed to meet statewide health manpower needs. These schools are part of the LSU Medical Center.

Besides these locally-based postsecondary educational institutions, the Caddo-Bossier Parish area is served by Northwestern State University,

Louisiana Tech University, and Grambling State University, which offer a limited number of programs and courses in the Shreveport-Bossier area. Northwestern offers associate, baccalaureate, and master's programs, and Northwestern and Louisiana Tech offer a limited number of courses with degree options at Barksdale Air Force Base. Northwestern has a large College of Nursing in Shreveport, with programs leading to the associate, baccalaureate, and master's degrees.

A brief description of the locally-based postsecondary institutions serving the Shreveport-Bossier City area is given in the remainder of this section of the report.

Shreveport-Bossier Vocational-Technical Institute

Formerly known as the "Shreveport Trade School," the Shreveport-Bossier Vocational-Technical Institute was established by Act. No. 265 of 1936. The name change occurred in 1967 through Act. No. 52. An extensive expansion program was approved in 1973 through Acts 208 and 209, with the school being designated as a Regional Institute for Region Seven, covering ten parishes in North Louisiana. The Shreveport-Bossier Vocational-Technical Institute operates the second oldest vocational-technical school in the state.

Presently, the institution is located on 22 acres of land in North Shreveport; the six buildings comprise 196,618 square feet. The school offers training in 26 different vocational-technical programs. Approximately 5,000 persons annually use the services of the school. At any one time about 800 to 1,000 students attend classes on campus. The curriculum is specifically designed to meet the manpower needs of business and industry in the Shreveport-Bossier metropolitan area.

The programs and courses offered at the institute are not college level and do not carry college credit; nor, is the associate degree awarded. The programs are vocational-technical- and skill-oriented in content and vary in length from a few weeks to 24 months, based on a contact hour format as opposed to the college-credit hour format. The programs are postsecondary in nature; however, only a few programs require high school graduation for admission.

The institute is tuition-free, with courses and programs offered both in the daytime (usually for full-time students) and in the evening (primarily for employed persons who need to upgrade specific job skills). A number of attractive buildings make up the campus. Modern equipment in the vocational and technical areas is provided for training. Program areas noted by the panel to be particularly well-equipped were electronics, auto mechanics, building trades, air conditioning, and office occupations, to mention but a few.

Almost 40% of the day students and 20-25% of the evening students are black, which closely corresponds to the ethnic make-up of area population. A full-time director is responsible for the day-to-day operations of the institute and reports to the statewide administrator for vocational-technical education at the postsecondary level in the State Department of Education in Baton Rouge. Governance of the institute rests with the State Board of Elementary and Secondary Education.

Southern University, Shreveport-Bossier City Campus

Under the provisions of Act 42 of 1964, Southern University, Shreveport-Bossier City Campus (referred to in the remainder of this report as Southern

University-Shreveport) was established as a branch unit of Southern University in Baton Rouge. It was specifically designated in Act 42 as a two-year commuter college to serve the Shreveport-Bossier City area. The governing board—the State Board of Education—as required by the Legislature, selected and purchased a site in North Shreveport on Cooper Road, and constructed, equipped, and furnished buildings for the college to open in 1967.

In 1974, under authority granted by the Louisiana Coordinating Council for Higher Education (now Board of Regents), Southern University-Shreveport offered six associate degrees in the areas of Business, Office Administration, Natural Science, Medical Office Assistant, Social Science, and Humanities. In 1974, Louisiana adopted a new constitution, creating a Board of Supervisors for the Southern University System. In 1978, the Board of Regents' Master Plan for Higher Education in Louisiana said of Southern University-Shreveport:

...Southern University-Shreveport should begin immediately to plan programs and services of the type appropriate to a comprehensive community college in order to contribute to the future economic development of the greater Shreveport area. The institution should plan to expand its one- and two-year offerings in keeping with the manpower needs of the Shreveport area. Cooperation with the nearby vocational-technical school should be effected where possible. Research should be appropriate to the future role of the institution as a comprehensive community college, with lower level undergraduate instruction and public service receiving top priority.

The college campus is located in a relatively poor black neighborhood on Cooper Road on the northern edge of Shreveport. Eight very aesthetically pleasing and well-equipped and designed buildings occupy 101 acres of beautifully landscaped property.

The college had an enrollment of 668 students in the fall of 1981, which is a significant decrease from a high enrollment of 900 to 1,000 students in the

mid-1970s. However, the enrollment has stabilized in the past three years and, in fact, has shown a slight gain. Funding by the state has been at a rate comparable to the upper quartile of public community colleges under the jurisdiction of the Southern Association of Colleges and Schools (SACS), which would indicate a strong level of state support. On this point, the State of Louisiana has a centralized, line-item budgeting format whereby the State provides the majority of the operating budget supplemented by local tuition and fee charges. In the case of Southern University-Shreveport, the level of State support, based upon figures submitted to SACS, was approximately 90% of the current revenues, excluding federal grants and contracts.

Southern University-Shreveport has approximately 50 full-time faculty and makes little use of part-time faculty. The chief executive officer is entitled Chancellor, and the person heading the Southern University System is entitled President. The Chancellor reports directly to the President who in turn reports to the Southern University Board of Supervisors. The 18-member Southern University board is appointed by the Governor.

Program-wise, the college is divided into a Business Division, Humanities Division, Natural Science Division, and Social Science Division, which reflect the associate degrees awarded. The curriculum is strongly transfer-oriented with a scattered offering of one- and two-year occupational programs, mostly in the Business area. A discussion with the staff and a review of materials revealed that the college offers little in the way of community service courses (non-credit vocational or avocational courses) and rarely provides courses off-campus at other sites.

The student enrollment is almost all black (99%), and 90% of the full-time faculty are black.

A general registration fee of \$197 per regular semester and \$94 for the summer session is charged to all Louisiana resident students. An out-of-state student is charged \$397 per regular semester and \$244 for the summer session. Included in the \$197 tuition and fee charge is \$169 for general registration and \$37 for student assessments. The fee schedule is graduated according to credit hours taken; for example, 1-3 credit hours cost \$62, 4-6 credit hours cost \$90, 7-9 credit hours cost \$120, and 10-11 credit hours cost \$140. A full-time student taking 12 or more credit hours pays \$197.

Bossier Parish Community College

The Louisiana Legislature, by joint resolution, in 1966 authorized the State Board of Education to establish a pilot program in at least two high schools to determine the need and feasibility of establishing two-year community colleges. Following this action the State Board of Education established a 13th- and 14th-year pilot program in St. Bernard and Bossier Parishes. The Bossier Parish School Board, by resolution, assumed responsibility for establishing the college in Bossier, and Airline High School was selected as the site for the program. The college became known as Airline Junior College. In 1973, its name was officially changed to Bossier Parish Community College. The 1976 Regular Session of the Louisiana Legislature, through Act 523, recognized Bossier Parish Community College as a postsecondary institution. It also authorized the college to award associate degrees and certificates; however, none were approved by the Board of Regents. Funding for Bossier Parish Community College comes from the Minimum Foundation Program

which is designed for primary and secondary schools. These funds are supplemented by an assignment of local funds for operational purposes and use of local funds for limited construction. The college is governed by the locally elected 12-member parish school board, with the superintendent of schools also serving as the chief executive officer of the college. Authority for day-to-day operations is delegated to a director of the college.

Classes were first held in the fall of 1967 with a headcount enrollment of 101 students. By 1972-73, enrollment had increased to 216. During the spring of 1972, an evening division was opened, increasing enrollment to 393. By the fall of 1974, enrollment reached 534 students. In 1977, a Division of Community Education was established with an enrollment of 500 students. In the fall of 1979, by action of the Legislature in approving Act 514, the college was authorized, subject to the approval of the State Board of Elementary and Secondary Education, to grant an Associate Degree in Occupational Studies. However, the college was specifically excluded from awarding associate degrees in Arts and Sciences. There are currently four approved options under the associate degree: Business Administration, Law Enforcement, Office Administration, and Medical Assistant. The college offers one-year certificate programs in Respiratory Therapy Technician and Business. Currently the college enrolls in its college-credit programs 256 full-time students and 1,426 part-time students for a total headcount of 1,682. These students take a combined total of 9,435 credit hours which translates into 786 full-time equivalent students based on 12 credit hours as a full-time load.

In the fall of 1981, the Community Education Division offered 102 non-credit courses in 11 locations to an enrollment of approximately 1,600

students. Based upon figures provided by the college, during the fall 1981 semester Bossier Parish Community College served approximately 3,300 students.

It should be noted that both the Community Education Division and the college-credit offerings were provided in the evening. However, in the spring of 1981, a new administration and classroom building was dedicated which provides space for more day classes.

Nine percent of the student enrollment is black, which is proportionately less than the 18 percent black population of Bossier Parish. Also, there is one full-time and one part-time black faculty member out of a total of 74 full-time and 33 adjunct faculty.

Bossier Parish Community College sought to link with area needs by providing specialized training for the American Institute of Banking, Barksdale Air Force Base, and the Northwest Law Enforcement District. For example, the college in 1976 was authorized by its board to establish the Northwest Louisiana Regional Police Academy. The purpose of the academy was to provide training for police agencies in the Northwest Law Enforcement Planning District and to train new recruits in Police Basic Training as required by the legislature. It was also to provide structured in-service, advanced, and speciality training for police officers in the Northwest Region. Funding was initially a cooperative effort. In 1980, the legislature approved the academy for funding in the state budget. Since its inception 238 police officers have graduated.

By far the largest degree area in which students are enrolled is Business Administration. Next is Office Administration, followed by Law Enforcement.

In the transfer curriculum the largest numbers of declared majors are in the areas of General Business Administration, General Studies, Elementary Education, and Secondary Education.

Bossier Parish Community College is a recently (fall 1981) recognized candidate for accreditation from the Commission on Colleges of the SACS.

The fee for enrollment is \$15 per semester for a single course or for a full load.

Louisiana State University-Shreveport

In 1964, the Louisiana Legislature, under Act 41, authorized the establishment of a two-year commuter college in Shreveport. The Louisiana State University Board of Supervisors in 1965 formally established Louisiana State University-Shreveport (referred to in the remainder of this report as LSU-Shreveport) as a unit of the Louisiana State University and Agricultural and Mechanical College System. A 200-acre tract along Highway 1 was purchased south of Shreveport for the site of the campus. The college physical plant is well designed and aesthetically very pleasing.

Classes were first offered in the fall of 1967. In 1972, with the approval of the Coordinating Council for Higher Education, the legislature authorized baccalaureate degree-granting status. Junior-level courses were offered in 1973, and senior-level courses were offered in 1974. The first master's degree program was offered in 1978.

Presently the institution offers the master's degree in Elementary and Secondary Education and in Business Administration, and 32 baccalaureate degree majors with 23 options available. Three associate degrees are offered: Associate of Science in Criminal Justice, Associate of General

Studies, and Associate of Science in Office Administration. As of the fall 1981 semester, 61 students were enrolled in the General Studies Associate Degree option, 3 in the Criminal Justice Associate Degree option, and 33 in the Office Administration Associate Degree option. In the spring of 1981, 30 students graduated with the Associate Degree in General Studies, 8 in Criminal Justice, and 4 in Office Administration.

LSU-Shreveport offers some off-campus courses downtown at the Young Men's Business Association, Commercial National Bank, and Shreveport Memorial Library.

LSU-Shreveport enrolls approximately 4,200 students (in fall 1981, 2,732 full-time equivalents), with 7.5% of the enrollment being black. It has three black faculty out of a total of about 116 full-time faculty. LSU-Shreveport receives approximately 80% of its operating budget from the state.

Student fees are \$290 for 12 or more hours, \$255 for 10-11 hours, \$220 for 7-9 hours, \$145 for 4-6 hours, and \$90 for 1-3 hours. Other special purpose fees may be charged, such as application, diploma, and health and physical education.

LSU Medical Center

Under the auspices of the LSU Medical Center (founded 1957), the Louisiana State University Board of Supervisors established the School of Allied Health Professions in 1970. The school has seven departments: Allied Health Auxiliaries, Audiology and Speech Pathology, Cardiopulmonary Science, Medical Technology, Occupational Therapy, Physical Therapy, and Rehabilitation Counseling. Baccalaureate degrees are offered in Cytotechnology, Medical Technology, Occupational Therapy, Physical Therapy, Rehabilitation

Counseling, and Respiratory Therapy. Four of the preceding programs are currently available in Shreveport with the remaining programs under development. All of the baccalaureate programs have a core of basic science and general education. The core courses are taken primarily during the freshman and sophomore years.

The school is headed by a dean who is responsible for both the New Orleans and Shreveport campuses. This reduces administrative costs and better coordinates health manpower planning and delivery.

Also located in Shreveport is one of the two LSU Medical Schools. The Medical School in Shreveport was authorized by the Legislature in 1966 and opened in 1969. In 1975, the medical school occupied its permanent buildings immediately adjacent and connected to the 650-bed university hospital located near the geographic center of Shreveport. The School of Allied Health Professions occupies a portion of the medical center complex in Shreveport.

Centenary College

Established in 1825 as the College of Louisiana in Jackson, it is believed to be the oldest college west of the Mississippi. In 1848, the college merged with Centenary College, which had been founded six years earlier by the Methodist Church in Clinton, Mississippi. In 1908, the college was moved to Shreveport. A liberal arts college with a long and rich tradition, it is located on a 65-acre campus two miles south of downtown Shreveport. The campus makes use of the natural beauty of the area on a campus with Georgian architecture. In the past four years, Centenary has experienced exceptional growth in enrollment—from approximately 750 students to over 1,200. Also, the endowment has nearly doubled. Much of this growth can be explained by

the addition of a Business Administration program and a Geology program, as well as renewed commitment to enhance the quality of the college. All offerings at Centenary are at the four-year level, and the master's degree is offered in both Education and Business Administration.

The tuition and fees for Centenary are \$1,350 per semester for full-time students and \$150 per course for part-time students.

Other Institutions

There are other institutions of higher education with branch operations in the Bossier-Shreveport area and their main campuses are outside the Caddo-Bossier Parish area. They are:

Northwestern State University, located in Natchitoches, is a senior state institution offering a broad range of courses. Northwestern's teacher education program is well known, and the Board of Regents has encouraged the institution to expand its efforts to the one- and two-year program level—especially in the health professions. For a number of years, Northwestern has offered baccalaureate programs in Nursing and Radiologic Technology in the Shreveport area. These are offered in a permanent building adjacent to the Medical School in Shreveport. In addition, Northwestern offers courses at Barksdale Air Force Base. This past spring 28 courses were offered at Barksdale, most of which were at the freshman and sophomore levels.

Louisiana Tech University has offered courses at Barksdale Air Force Base for a number of years. At the present time seven baccalaureate degrees and a master's program in Business are offered at Barksdale. While these programs are primarily for military and civilian employees of the Air Force, they are also open to persons living in the immediate area.

The panel found that there has been no joint planning and very limited communication among all of these postsecondary institutions in the Shreveport-Bossier area. Each has developed programs in accordance with the needs and interests of a particular part of the total constituency it serves, without much communication with other institutions. While a graduate consortium was formed a few years ago, there is no comprehensive mechanism for cooperative activities at the undergraduate level.

It was also found that the concept of a "comprehensive community college program" is not very well understood in Louisiana. There is only one comprehensive community college in the state—Delgado Community College in New Orleans. Occupational programs have been provided by the non-college credit vocational-technical school system, while two-year colleges (LSU-Eunice, LSU-Alexandria, Southern University-Shreveport) have emphasized transfer curricula. The two "pilot" community colleges operated by the local school boards (St. Bernard Parish and Bossier Parish) have developed as extensions of the high school program rather than as comprehensive programs and, as a result, have not had separate campuses, financial resources, or much visibility as colleges.

The observations and recommendations in the next section are designed to provide for realistic and effective expansion of the role of Southern University-Shreveport so that it becomes a comprehensive community college serving all citizens of the area. They also identify cooperative possibilities between Southern University-Shreveport and Bossier Parish Community College and outline a process by which all of the institutions in the area can cooperate and develop joint and complementary activities. Finally, the

observations and recommendations deal with the responsibilities and accountability of each institution for developing and implementing the changes that are needed.

III. GENERAL OBSERVATIONS AND RECOMMENDATIONS

This section of the report identifies general observations and recommendations by the panel as required in the Consent Decree concerning the structure of postsecondary education in the Caddo-Bossier Parish area and the relationship of one- and two-year program offerings to "other-race" enrollments at predominantly black and predominantly white institutions.

The panel, in its recommendations, took into consideration the historical context related to the development of postsecondary education in the Caddo-Bossier Parish area and sought to identify a feasible educational direction which would meet the intent of the Consent Decree. As a result, the panel chose to make general recommendations in order to establish a framework of understandings permitting the various participants the opportunity to "work out" the detailed planning activities. This framework of agreed-to understandings and commitments incorporates those factors considered essential to successful accomplishment of the intent of the Consent Decree. Some of those factors include, but are not limited to, planning, cooperative efforts, legislative and legal considerations, institutional enhancement, and role and mission clarification.

While the overriding goal of the panel was to meet the specific requirements of the Consent Decree, it was felt important to all that the framework of recommendations be educationally sound.

Enhancement of Southern University-Shreveport

It is the panel's opinion that Southern University-Shreveport at the present time is not a comprehensive community college. It remains primarily

a public junior college whose major focus, by programming and philosophy, is transfer and liberal arts oriented.

The panel observed a misconception among some persons interviewed about the meaning of a public comprehensive community college as it relates to the offering of vocational-technical and occupational programs. Some believed that the offering of two-year technical degrees would diminish the role of Southern University-Shreveport and place it on a par with the vocational-technical school system in the State of Louisiana. The primary reason for this misunderstanding is the lack of a comprehensive public community college system in the State of Louisiana which could be used as a reference point to permit a general understanding. Once the intent of the technical degree at the two-year level was explained, there was general acceptance of this as appropriate to the role and scope of Southern University-Shreveport.

The panel observed that Southern University-Shreveport's lack of comprehensiveness was primarily in the areas of community service, including adult non-credit courses, occupational programs and course offerings (credit and non-credit), community involvement through participation on boards and committees, and improved accessibility through courses and program offerings at off-campus sites. Southern University-Shreveport did evidence a strong commitment to the liberal arts- and transfer-oriented curricula, provision of guidance and counseling services, availability of compensatory and developmental education, and a strong campus-oriented programming philosophy.

There are several reasons for Southern University-Shreveport's transfer and liberal arts orientation, including: (1) Louisiana's lack of a community

college system, (2) Louisiana's reliance on public senior colleges and universities to provide one- and two-year programming, (3) a lack of high-technology industries in Shreveport requiring one- and two-year certificates and degrees for employment, (4) a history of conversion of junior colleges in the State of Louisiana to public four-year universities, and (5) a misconception of vocational-technical education and its role in higher education.

An example of how Southern University-Shreveport might be an important element in the community is the major effort in the Shreveport-Bossier area to attract high-technology industry to invigorate the economy and help diversify the economic base of the community. This effort has had limited success, due in part to the lack of skilled technical manpower to support high-technology firms (e.g., electronic and medical oriented). Southern University-Shreveport could assist in the economic development of the Caddo-Bossier Parish area by implementing degree programs designed to provide a manpower pool with which to attract businesses and industries that are technical in nature, as well as to permit current industries to upgrade, retrain, or redevelop production or operational processes. As a comprehensive community college, such activities are a part of the role, mission, and purpose of Southern University-Shreveport. This function is now being performed in a very limited fashion by existing postsecondary institutions in the area.

In order to implement the role of a comprehensive community college as defined in the Master Plan, Southern University-Shreveport needs to make several key decisions. These decisions will have a direct and positive relationship to enrollment of "other-race" students. Southern University-Shreveport, as part of the Southern University System located in Baton Rouge,

can lean upon the strength and guidance of the system's office in providing support beyond what might be available to a single local campus. Recognition of Southern University-Shreveport's role by the Board of Regents, in its Master Plan, as a comprehensive public community college provides the institution with the full impetus and support to expand and extend its operation to encompass the full range of programs generally offered by a comprehensive public community college.

In order to increase "other-race" enrollment at Southern University-Shreveport, it is essential that it become part of the educational mainstream in the Caddo-Bossier Parish area. It is the panel's opinion that this can best be accomplished by Southern University-Shreveport's realizing its full potential as a comprehensive public community college. In order to do this, the panel recommends:

1. That Southern University-Shreveport employ, as soon as possible, a vice-chancellor responsible for planning and instructional program development who will be assigned specific responsibility and given related authority to develop one- and two-year programs based upon coordinated planning with and support from the local community. This person should be assigned line authority second to the chancellor for day-to-day operations of the campus. The new vice-chancellor should have substantial administrative experience in a community college setting, and be thoroughly committed to the community college concept.
2. That Southern University-Shreveport employ a person charged with the responsibility and authority in the area of community service/continuing education to design and implement a community-based educational program to be offered both on- and off-campus. These offerings may be both credit and non-credit.
3. That the State of Louisiana provide funds for employment of an outside assisting agency for the purpose of helping Southern University-Shreveport develop and implement a comprehensive plan of action designed to carry out the intent of the state Master Plan which states that Southern

University-Shreveport should be "a comprehensive community college in order to contribute to the future economic development of the greater Shreveport area. The institution should plan to expand its one- and two-year offerings in keeping with the manpower needs of the Shreveport area."

- a. The assisting agency should be experienced in working with community colleges and well recognized as an authority in higher education with demonstrated success in an assisting role, and should be acceptable to Southern University-Shreveport and the Board of Regents.
 - b. The assisting agency should help the college develop a detailed plan of operation with emphasis upon: 1) assessment of area manpower needs for one- and two-year programs, and 2) program development, curriculum planning, and staff development. This assisting role should be maintained for at least three years to ensure continuity of counsel and implementation. If necessary the assisting role could be extended beyond three years on a year-to-year basis.
 - c. New one- and two-year programs should be organized around the cluster concept of occupational education so as to permit a targeting of resources and an assurance of excellence through the recruitment of a core of experienced faculty.
 - d. The plan of action should be organized around a six-year institutional development plan designed for enhancement.
 - e. The assisting agency should help the college establish and monitor inter-institutional linkages with colleges and universities in the local area. The purpose of these linkages, or network programs, will be to maximize utilization of existing resources—human, fiscal, physical, and community.
4. That the comprehensive educational plan to be developed with the help of the assisting agency should include some of, but not be limited to, the following examples of high-priority occupational college-credit areas:

Allied Health Programs - Options

Occupational Therapy Assisting
Physical Therapy Assisting
Respiratory Therapy
Surgical Assisting

Emergency Medical Technician
Dental Assisting
Dental Laboratory Assistant
Medical Records Technician (Business Department Related)

Computer Science and Data Processing - Options

Data Processing Operators
Key Punching
Data Processing Programmers
Data Systems Analyst
Computer Systems Technician

Engineering Technology - Options

Scientific Instrumentation Technician
Engineering Laboratory Technician
Electronic Technology
Civil Engineering Technician

5. That the State of Louisiana, once a comprehensive plan is developed for Southern University-Shreveport, provide the needed financial and operational support along with any available external funding required to implement new programs which are identified and any facilities modifications, renovations, or construction that may be necessary.
6. That Southern University-Shreveport and the State of Louisiana explore all possibilities for external financial support to accomplish the enhancement of Southern University-Shreveport; however, the ultimate responsibility for adequate financial support to accomplish the preceding recommendations rests with the state.

Bossier Parish Community College

The panel observed that Bossier Parish Community College, which is governed by a local board of trustees for the parish school district, has important local support and participation in development of programs and curriculum attendant to the area needs in Bossier Parish. This community involvement has engendered a local feeling that Bossier Parish Community College is the community's college. On the other hand, categorizing the institution as a "13th and 14th grade" pilot institution has caused the college's

future and legitimacy to be questioned. The uncertainties about the future of Bossier Parish Community College have hampered its development and organized growth. While the panel was limited to the issues identified in the Consent Decree, the panel feels compelled to observe that there are other issues—notably the issues of governance and funding—which go beyond the scope of the Consent Decree but ultimately should be addressed by the state.

In the opinion of the panel, the Caddo-Bossier Parish area is sufficiently large and complex to justify the existence of a comprehensive public community college with multiple sites and/or campuses. However, it is not large enough to justify two comprehensive community colleges "competing" with each other. This observation is based upon the current and projected population in Caddo and Bossier Parishes, local industrial and business growth as related to manpower supply, and available postsecondary education and training opportunities. While the panel supports a comprehensive community college system in the Caddo-Bossier Parish area, it recognizes the existence of two separate institutions—each governed by different entities. Each of the two institutions—Southern University-Shreveport and Bossier Parish Community College—has related strengths and weaknesses inherent in their respective operations.

Since the presence of two public community colleges in the same general area may present a problem in enhancing Southern University-Shreveport and in attracting "other-race" students, the programs of Bossier Parish Community College and Southern University-Shreveport must be carefully coordinated to determine what each institution will do individually and what they will do jointly. The programs of each institution must be clearly delineated so that

they do not duplicate each other; and, the institutions should develop cooperative programs wherever possible which can serve all students in the area on a non-racial basis.

In order to increase "other-race" enrollment at Southern University-Shreveport through enhancement and to address the issue of the structure of postsecondary education in the Caddo-Bossier Parish area, the panel recommends:

1. That a consultant(s), as part of the assisting agency agreement referred to earlier, be employed as soon as feasible to assist Southern University-Shreveport and Bossier Parish Community College in joint planning to outline a specific program of action to include, but not be limited to, establishment of a common calendar, common tuition, cross-registration, transfer agreements, faculty exchange, joint faculty appointments, and coordinated curriculum planning designed to increase "other-race" enrollments.
 - a. Joint degree/certificate programs should be considered in the Allied Health area, such as Physical Therapy Assistance, Occupational Therapy Assistance, Respiratory Therapy, and Surgical Technician; and other areas such as Data Processing and the engineering technologies.
 - b. Opportunities should be provided for Bossier Parish Community College students to obtain, through Southern University-Shreveport, associate degrees in approved program areas.
 - c. The consultant(s) should be acceptable to Southern University-Shreveport, Bossier Parish Community College, and the Board of Regents.
2. That Bossier Parish Community College be permitted to continue to offer the Associate Degree in Occupational Studies with options in Office Administration, Business Administration, Law Enforcement Technology, and Medical Assistant, as well as the certificate programs in Respiratory Therapy Technology and Business.
3. That future program approval authority for Bossier Parish Community College be vested in the Board of Elementary and Secondary Education and the Board of Regents under the

provisions of Article VIII, Section 5(D), of the Constitution, which requires the Board of Elementary and Secondary Education to meet at least twice a year for purposes of program coordination with the Board of Regents. This action should place a restraint on undue programmatic development at Bossier Parish Community College to avoid inhibiting the achievement of "other-race" enrollment goals at Southern University-Shreveport.

4. That Bossier Parish Community College and Southern University-Shreveport establish a common tuition and fee schedule for purposes of implementing cooperative agreements mentioned in Recommendation #2. The current fee structure of Bossier Parish Community College is not in keeping with other institutions of higher education in the state or the nation and is more aligned with the vocational-technical schools and the public elementary and secondary schools.
5. That Bossier Parish Community College and Southern University-Shreveport cooperate in academic and program development planning for purposes of effecting long-range comprehensive community college programs.

One- and Two-Year Program Offerings as Related to Increasing "Other-Race" Enrollments

Implementation of new one- and two-year programs should be preceded by adequate planning and assessment of need. Program implementation should be developed around program clusters (e.g., related allied health programs, or related computer technology programs) rather than through isolated and unrelated programming. It may require five years or more to implement a full array of programs in an ordered and integrated fashion. The panel emphasizes that uncontrolled expansion of new degree and certificate programs due to lack of a specific plan of program development will not only be excessive in cost but also might serve to drain institutional resources from other needed areas.

Some recommendations have been made concerning cooperative planning between Southern University-Shreveport and Bossier Parish Community College for one- and two-year programs. The emphasis upon cooperative planning carries over to the relationships of both institutions with LSU-Shreveport, Shreveport-Bossier Vocational-Technical Institute, and the LSU Medical Center School of Allied Health Professions. The panel observed that a collective effort of all postsecondary institutions in the Caddo-Bossier Parish area to coordinate one- and two-year programming would offer the opportunity to enhance the role of Southern University-Shreveport and to increase "other-race" enrollment in all institutions. To accomplish this goal, the panel recommends:

1. That LSU-Shreveport terminate its three associate degree programs and accept no new students after the spring semester of 1982. These programs are:
 - a. Associate Degree in General Studies: At the present time the program enrolls approximately 60 students. It is an individualized program providing a broad area of interest rather than a major or special concentration. Students currently enrolled should be permitted to receive the associate degree, and all future students should have only a bachelor's degree option.
 - b. Associate Degree in Office Administration: This program has 33 students enrolled. A bachelor's degree is offered in the same area. Also, both Southern University-Shreveport and Bossier Parish Community College offer an Associate Degree in Office Administration. The panel recommends that LSU-Shreveport explore with Southern University-Shreveport the possibility of cooperation in the Office Administration field, including the development of a career ladder concept. Students currently enrolled in the program should be permitted to receive the associate degree, and all future students should have only a bachelor's degree option.
 - c. Associate Degree in Criminal Justice: This program has only three students enrolled, and a bachelor's

degree is offered in Criminal Justice. In addition, Bossier Parish Community College offers an associate degree in law enforcement. Students currently enrolled should be permitted to receive the associate degree, and all future students should have only a bachelor's degree option.

2. That Southern University-Shreveport and the Shreveport-Bossier Vocational-Technical Institute engage in discussions on cooperative planning for the purposes of establishing career ladder linkages, providing opportunities for collegiate level courses for students at the institute, and encouraging related activities mutually beneficial to both institutions which would serve to enhance "other-race" enrollments and improve general vocational opportunities in the area.
3. That the LSU School of Allied Health Professions lend its support and cooperation to Southern University-Shreveport to implement needed one- and two-year programs in areas such as Respiratory Therapy, Surgical Technology, Physical Therapy Assistance, Occupational Therapy Assistance, Radiologic Technician, and Medical Laboratory Technician. This cooperative relationship might include the assignment of a medical director for Southern University-Shreveport to assist in the development of allied health programs, assistance in securing clinical space, and linkage, where possible, between the one-and two-year programs and the baccalaureate programs. Implementation of these programs is dependent upon an assessment of need, evidence of affiliation agreements, and identification of resource requirements.
4. That the Board of Regents review all freshman and sophomore course offerings in the Shreveport-Bossier area by institutions outside the area (primarily Louisiana Tech and Northwestern) to assure that there is no unnecessary duplication of courses with the offerings of Southern University-Shreveport.

Inter-Institutional Cooperation and Planning

Each of the postsecondary institutions in the Caddo-Bossier Parish area is responsible to a different management board except for LSU-Shreveport and the LSU Medical Center (including the School of Allied Health Professions). They are managed through separate units of the LSU administrative structure. Shreveport-Bossier Vocational-Technical Institute is governed by the Board of

Elementary and Secondary Education. Southern University-Shreveport is managed by the Board of Supervisors of Southern University, and Bossier Parish Community College is governed by the Bossier Parish School Board. In addition, Louisiana Tech University, Grambling State University, and Northwestern State University, which offer extension programs in the area, are under the governance of the Board of Trustees for State Colleges and Universities. Centenary, a private Methodist liberal arts college, is governed by an independent board. With the exception of Centenary College, Bossier Parish Community College, and Shreveport-Bossier Vocational-Technical Institute, all other higher education institutions in the area are under the overall authority of the Board of Regents.

The panel observed that unless a mechanism for communication and cooperation is established among and between these institutions (specifically, the public postsecondary education institutions), implementation of the recommendations contained in this report will be difficult. The panel believes it is extremely important that the public postsecondary education institutions meet on a regular basis for the purpose of communication and joint planning.

In order to accomplish inter-institutional planning and cooperation for the purpose of assisting in the implementation of the recommendations in this report, the panel recommends:

1. That a council/task force/consortium of chief executive officers of the following institutions be formed: Southern University-Shreveport, Bossier Parish Community College, LSU-Shreveport, LSU School of Allied Health Professions, and Shreveport-Bossier Vocational-Technical Institute. This suggested membership list is not intended to exclude any other institution that might subsequently have a need to participate.

The purpose of the council would be to bring about improved communication, cooperative planning, and coordination of joint educational and training programs offered by public higher education in the Caddo-Bossier Parish area. Specifically, during the life of the Consent Decree, the purposes of the council should be:

- a. To assure, to the extent possible, maximum cooperation and resource sharing among member institutions in the development of new and enhanced one- and two-year programs offered by Southern University-Shreveport;
 - b. To maintain regular communications among area post-secondary education institutions and the area vocational school;
 - c. To review and advise member institutions on cooperative education programs requiring approval of the Board of Regents; and
 - d. Where requested, to provide monitoring and oversight responsibility for studies, surveys, and research efforts affecting the development, implementation, and evaluation of cooperative programs offered by members of the council.
2. That a charter be developed for the council and in order to facilitate an operational plan, the chancellor of LSU-Shreveport should convene the group and initiate the development of the council.

Implementation of Recommendations

The panel members observed that among the local institutions there was an expressed willingness to cooperate. This expression of cooperation was volunteered by the different parties indicating a commitment to help "make things work." Given these positive expressions, the panelists are greatly encouraged that every effort will be made to carry out the intent of the recommendations.

It is important that there be some means to assess the progress made in carrying out the recommendations contained in this report. In order to do this,

the panel suggests that a timetable for reaching milestones or objectives be developed by the council and agreed upon by the Board of Regents. This timetable should include a timeline for accomplishment of recommendations and assign responsibilities among the parties involved. This timetable could be used by the Consent Decree Monitoring Committee to assess relative progress.

The panel feels it essential that certain actions occur as soon as practical in order to establish a sequencing of later events. Specifically, Southern University-Shreveport should employ the recommended new personnel and select an assisting agency to develop a detailed operational plan for becoming a comprehensive community college; Bossier Parish Community College and Southern University-Shreveport should select a consultant(s) to assist in establishing cooperative programming and planning; and a council/consortium should be established to encourage and promote cooperative planning and assist in inter-institutional communications. Implementation of these activities is critical to carrying out the remainder of the recommendations. Southern University-Shreveport and the State should explore the possibility of obtaining federal funds, particularly funds earmarked for Aid to Institutions with Developing Programs (Title III) to assist in the programmatic enhancement of Southern University-Shreveport and in implementing the other recommendations of this report.

The panel encourages the parties and the Consent Decree Monitoring Committee to permit sufficient time for implementation of new and cooperative programs. Program development and implementation is a time-consuming process which requires careful assessment of local needs, identification of resources and personnel needs, curriculum development, and program imple-

mentation and evaluation. If done properly, this process could take between three and five years, which would fall within the six-year timeframe set forth in the Consent Decree. Hastily devised and implemented curricula lacking local support and not addressing community needs are destined to fail, as are programs that are launched without adequate well qualified faculty, and will drain needed resources and energies from the colleges, further inhibiting enrollment of "other-race" students.

Done properly, the panel believes, cooperative programs, targeted use of resources, curriculum development, and community involvement and commitment, besides being educationally sound, offer the best opportunity for accomplishing the objectives set out in the Consent Decree.

INDIVIDUALS WHO APPEARED BEFORE THE PANELThursday, December 10, 1981

<u>NAME</u>	<u>ORGANIZATION</u>
Douglas Peterson	Bossier Parish Community College
Jim Conerly	Bossier Parish Community College
Kathy McCallister	Bossier Parish Community College
Jack Clayton	President, Bossier Parish School Board
Henry Brown	District Attorney, Bossier Parish School Board
John McConathy	Superintendent, Bossier Parish School Board
Gary Brashler	Louisiana State University-Shreveport
Jimmie N. Smith	Louisiana State University-Shreveport
James W. Firnberg	Louisiana State University System
Grady Bogue	Chancellor, Louisiana State University-Shreveport
Gale Bridger	Louisiana State University-Shreveport
M. D. Woodin	President, Louisiana State University System
Jesse N. Stone, Jr.	President, Southern University System
Leonard C. Barnes	Southern University, Shreveport-Bossier City Campus
Clifton Jones	Southern University, Shreveport-Bossier City Campus
Sally Collins	Southern University, Shreveport-Bossier City Campus
S. Albert Gilliam	Southern University, Shreveport-Bossier City Campus
Franklin W. Musgrove	Southern University, Shreveport-Bossier City Campus
J. Dale Thorn	Louisiana Board of Regents
Jacqueline D. White	Department of Justice
Howard Sribnick	Department of Justice
Alphonse Jackson, Jr.	State Representative - District 2
Robert Adley	State Representative - District 8
Sydney B. Nelson	State Senator - District 37

Friday, December 11, 1981

<u>NAME</u>	<u>ORGANIZATION</u>
Clifton Jones	Registrar, Southern University, Shreveport-Bossier City Campus
Leonard Wilmer	Chairman, Division of Allied Sciences, Southern University, Shreveport-Bossier City Campus
Phillip Pennywell, Jr.	Chairman, Division of Social Science, Southern University, Shreveport-Bossier City Campus
Franklin W. Musgrove	Business Manager, Southern University, Shreveport-Bossier City Campus

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Friday, December 11, 1981 (Cont'd.)

<u>NAME</u>	<u>ORGANIZATION</u>
Selcy S. Collins	Dean, Southern University, Shreveport-Bossier City Campus
Mel Tarver	Federal Program Coordinator, Southern University, Shreveport-Bossier City Campus
S. A. Gilliam	Director of Student Services, Southern University, Shreveport-Bossier City Campus
Oliver Bell	Director of Student Services, Southern University, Shreveport-Bossier City Campus
Robert L. Williams	Director of Evening Division, Southern University, Shreveport-Bossier City Campus
Doris L. Jones	Director of Developmental Education, Southern University, Shreveport-Bossier City Campus
Alice Jones	Chairman, Division of Business, Southern University, Shreveport-Bossier City Campus
Orella Brazille	Librarian, Southern University, Shreveport-Bossier City Campus
Carrie W. Robinson	Director of Special Services/Upward Bound, Southern University, Shreveport-Bossier City Campus
Ivey St. Theriot	Chairman, Division of Humanities, Southern University, Shreveport-Bossier City Campus
Leonard C. Barnes	Chancellor, Southern University, Shreveport-Bossier City Campus
James W. Firnberg	Director of Institutional Research, Louisiana State University System
Gale W. Bridger	Director of Institutional Research and Planning, Louisiana State University System
F. Frederick Hawley	Assistant Professor, Criminal Justice, Louisiana State University
Don Wilcox	Dean, College of Business, Louisiana State University
Beth Whatley	Coordinator, Office Administration, Louisiana State University
Vincent Marsala	General Studies, Louisiana State University
Doug Coutee	Student, Louisiana State University
Lillian Nixon	Student, Louisiana State University
Sharon Cobb	Student, Louisiana State University
Becca Crosby	Graduate, Louisiana State University
William Arceneaux	Commissioner, Louisiana Board of Regents

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Saturday, December 12, 1981

<u>NAME</u>	<u>ORGANIZATION</u>
Donnie G. Robinson	Director, Shreveport-Bossier Vocational-Technical Institute
Dolzie Epps	Executive Board Member, Local NAACP
Mary L. Brown	Secretary, NAACP
Willa Mae Jackson	NAACP
Franx E. Brown	Attorney, NAACP
L. V. Myles	NAACP
John S. Mims	NAACP
William Lott	NAACP (Bossier)
Jack Pellegrin	President, Board of Elementary & Secondary Education
James Soileau	Executive Director, Board of Elementary & Secondary Education
Betty McNeese	Assistant Superintendent, Caddo Parish Schools
Walter C. Lee	Superintendent, Caddo Parish Schools
Don Fritz	Director of Vocational Education, Caddo Parish Schools
Charles Beaird	Publisher, <u>Shreveport Journal</u>

Friday, December 18, 1981

<u>NAME</u>	<u>ORGANIZATION</u>
Stanley H. Abadie	Dean, School of Allied Health Professions, Louisiana State University Medical Center

RESOURCE MATERIALS RECEIVED/REVIEWED
FOR CADDO-BOSSIER PARISH AREA STUDY

Board of Regents, State of Louisiana

Age Distribution by Student Level

Allied Health: Conclusions and Recommendations

Classification Distribution by Race and Sex

Copy: U.S. Consent Decree, No. 80-3300, United States of America vs. State of Louisiana, et al - Including Amended Complaint

Copy: Update to 1980 State Master Plan

Criteria for Quality Programs in Allied Health

Extracts from Board of Regents Minutes Relating to Southern University Degree Programs, May 28, 1981, pages 19-20

Feasibility Study - Bossier/St. Bernard

Foreign Student Head Count by Institution

Inventory of Degree and Certificate Programs - Louisiana State University-Shreveport

Inventory of Degree and Certificate Programs - Southern University, Shreveport/Bossier

Inventory of Degree and Certificate Programs - Southern University-Shreveport/Bossier, Records Containing Dated Information

Live Birth Projections for First Grade Enrollment Based Upon Historical Data -Bossier and Caddo Parishes

Master Plan for Higher Education in Louisiana, April 20, 1978

Report to CETA Project Director, Board of Regents, by Dr. Keith Blayney, Dean, School of Public and Allied Health, University of Alabama in Birmingham, entitled "Issues and Recommendations for a Statewide Plan for Allied Health Education Within Louisiana's System of Higher Education"

State Procedures/Policies from Board of Regents Relating to New Degree Programs—Example of two-year degree program approved and one that has been disapproved

Bossier Parish Community College

Brief History of Community Education Programs

Brief History of Northwest Louisiana Regional Police Academy (an extension of the college)

College Catalog, 1981-1983

**Resource Materials Received/
Reviewed
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Bossier Parish Community College (Cont'd.)

Community Education Schedule

Enrollment Data

Fall Academic Schedule

Results of Student Survey, Spring 1981

**Southern Association of Colleges and Schools Candidacy Visit Report, and Response to
Candidacy Visit Report**

Chamber of Commerce

Community Profiles: Shreveport, Bossier, Minden, Vivian, and Springhill

Economic Report "Changes to Local Residential Locations," 1971 - October 1980

1980 Census Tracts

Shreve Scope: Economic Report, July, 1981

**Shreveport-Bossier City Metropolitan Area Transportation Study - Annual Report,
Fiscal Year 1980**

Shreveport Education

Shreveport Livability

**Shreveport Market Profile prepared by Research Department, Shreveport Chamber of
Commerce**

Shreveport Transportation Study

Shreveport Utilities

Sketch Plan for Metropolitan Shreveport - May, 1976

Louisiana State University-Shreveport

**ACT Scores First Semester Freshman, LSU System Campuses, 1967-68 through 1980-
1981**

**Analysis of Associate Degree Programs, LSU-Shreveport - Data by Program and Race
from 1980**

Catalog, 1981-1982

College of General Studies, Conferences and Institutes Report, 1980-1981

**College of General Studies, Public Service, and Continuing Education Enrollment
Summary**

Louisiana State University-Shreveport (Cont'd.)

Conferences and Institutes Analysis of Nonaccredited Programs

Fall Academic Schedule

Fall Community Education Schedule

LSU-Medical Center Catalog/Bulletin, 1981-1982

LSU-Shreveport Enrollments: Past, Present and Projected, 1977-1978 through 1986-1987

Report of Off Campus Credit Programs, 1980-1981

Results of Student Survey in Spring 1981

Southern Association of Colleges and Schools—Profile, Last Self-Study, Visiting Committee Report, and Response to Visiting Committee Report

Shreveport-Bossier Vocational-Technical Institute

Evening Class Schedule

1981 Catalog

Program Brochures

Program Enrollment and Termination Report

Special Information Brochure (Program Costs)

Student Handbook

Test Scores by Program and Student

Vocational Technical Master Plan from Board of Elementary and Secondary Education

Southern University, Shreveport-Bossier City Campus

Capital Outlay Budget Requests, Fall 1981

College Catalog, 1981-1983

Enhancement of Southern University, Shreveport/Bossier 1980, submitted to Jesse N. Stone, Jr., President, Southern University System, by Leonard C. Barnes, Chancellor

Enrollment Analysis Southern University

Enrollment Data by Program, Fall 1981

Southern University, Shreveport-Bossier City Campus (Cont'd.)

Faculty Data - March 1980

Federal Grant Programs at Southern University-Shreveport

First Follow Up Report - Southern University to Southern Association of Colleges and Schools

Geographic Distribution by Students

Long Range Academic Plan, 1961-1985

Office of Institutional Research & Planning, Spring Semester 1981

Other Race Recruitment Plan, Southern University-Shreveport/Bossier, September, 1981

Out-of-State Student Head Count - Southern University

Report of Former Students

Sample copies of Cooperative Agreements/Arrangements Southern University-Shreveport has with other colleges and universities

Southern Association of Colleges and Schools—Profile, Last Self-Study, Visiting Committee Report, and Response to Visiting Committee Report

Southern University, Shreveport-Bossier City Campus, Technology Building, Health, Physical Education and Recreation Building

Southern University System Affirmative Action Plan

Statewide Student Profile System: Enrollment by Parish, Fall 1980-1981, Southern University, Shreveport-Bossier

Student Head Count by Degree/Major - Southern University 1980-1981

Student Head Count by Parish - Southern University

Other Resource Materials

Centenary College Catalog

Newspaper Articles Related to U.S. vs. Louisiana Consent Decree, No. 80-3300

Shreveport Employment Projections, 1978-1985, prepared by Louisiana Department of Labor, Office of Management and Finance, Research & Statistics Unit